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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Geographic Area
25X1A9a

DATE: 18 January 1956

FROM : [REDACTED]

SUBJECT: Career Development Statement

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1. [REDACTED] left on her current trip before the Career Development Statement was received and will not return until the due date for comments, therefore this memo contains only my own impressions. I, of course, will bring the Statement to her attention as soon as she returns.
2. My general impressions are ones of agreement with the objectives of the program and satisfaction that it contains the desired inducements and opportunities for advancement. A few points, I believe, need clarification.
3. I was somewhat puzzled over the list of position categories. Only "Senior Analysts" are mentioned. Are there also "Junior Analysts" and "Analysts"? If there are, at what point does one obtain the position or rank of Senior Analyst -- does it depend on grade, years of experience, kind of experience, age, number of ulcers and gray hairs, or a combination of all of these?
4. Is it possible that at some time in the future a personnel director could interpret the list of Objectives for Senior Analyst and Branch Chief as a list of minimum requirements each of which must be checked off before the analyst moves up? If so, I believe several of them should be re-examined in light of the following points:
 - a. The inclusion of both area familiarization and procurement trips every four years might be too much for any budget officer to swallow-- I'm one-thousand percent for the travel, but is this wishful thinking?
 - b. The inclusion of German as the required language (in addition to one other) does not square with all branch requirements. E. g., Spanish and Portuguese would be a more useful combination in our Western Hemisphere work, or perhaps the concentration on more proficiency in a single language would be of more value than trying to fit two languages into a busy work schedule.
 - c. The requirement that a full year be spent on the Coordination Staff in order to "practice coordination and make contacts" seems excessive to me for several reasons: A year away from one's regional specialization

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can't help but put the individual completely out of intimate contact with the current developments in the area. It does not take a year to learn the mechanics of coordinating a study. It should not require time on a special staff to learn to make contacts with individuals in other agencies of the government. Such contacts are regularly made in the general run of business in all of the branches. Also the persons contacted on NIS business are not usually the persons contacted for other items of intelligence.

d. Experience as deputy branch chief is listed as a requirement to be fulfilled before being eligible to be a branch chief. Is "deputy branch chief" a formalized position or does the term merely mean, for example, that an individual acted for the branch chief during the latter's absence? Or is there to be a deputy branch chief at all times in all branches?

e. If all of the items listed as necessary to become a branch chief must really be fulfilled, then our present work schedule must be re-arranged. For example, I doubt that most analysts have had the time or the opportunity to edit other analyst's work, to direct the research of their subordinate colleagues, or to take training courses in administration and management.

5. At some previous time--either in a career development paper or verbally--I received the impression that the Senior Analyst position was to be so rated that he could rise to a grade and position of responsibility equal to that of the branch chief. The point being that research ability and administrative ability were of equal importance in the mission of the organization and therefore each was to be equally rewarded. This idea is not in this Career Development Statement but, in my opinion, it has such obvious merit that it should be incorporated into the philosophy of the organization.

6. All of the above, despite the verbosity, are relatively minor points. As I said, from an overall viewpoint I agree wholeheartedly with the trend and philosophy of the program.

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D/GG: [REDACTED]:aw:2283 (17 Jan 56)

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